



Notes from LEAD Editor

*Strong leadership is essential in any organization during times of rapid and dynamic change. To be successful in a business environment focused on achieving results, leaders are called to be innovators and change agents. This month in **LEAD** we have provided you with strategies that will help you implement the many changes that are occurring in your work environment. In this issue, you will also read about the County's new leadership development program that will provide you with the necessary tools to lead in today's workplace.*

MASTERING THE FUTURE TODAY

LEAD article

The survival and success of a business depends on its ability to adapt to its changing environment. How can we equip ourselves and our organizations to deal with the change? Understanding and working with the cycle of change can revolutionize the way one does business. The unique understanding of the interrelationship between *vision*, *creativity*, and *connection* is required to ensure the continued growth and success of an organization.

SHARED VISION. What is the vision for the future? It is critical that everyone in the organization have an understanding of the vision. The shared common vision needs to become the driving force behind people's actions. The vision then needs to be used to make present and future decisions. Remember, the pull of the future always takes precedence over the past.

CREATIVITY. If decisions are based on the past, you will only create roadblocks and never realize your vision. Organizations that have a vision must not only share it, but encourage creativity and innovation from their employees to help build it. Organizations are able to produce high-level services when everyone is encouraged to be creative and share their ideas with others.

CONNECTION. We are all part of an interconnected whole, and any energy we spend putting up walls is going to cost us in production and the quality of our lives. It is from the unselfishness and cooperation from all employees that allows the organization to make major strides in fulfilling the overall vision.

For those who insist on clinging to traditional ways of looking at the world, change will continue to come so fast and in such unexpected forms that the future will no longer be a desirable place. But for those who are willing to move ahead with conscious awareness of the natural laws of change, the future offers unparalleled opportunity to reshape our lives, our organization, and our world, into what we want.

-Adapted from "Breakpoint and Beyond – Mastering the Future Today" by George Land, from Speakers Platform. For speaking and training, please contact: Speakers Platform 805-563-7731 or Speakers@speaking.com. To contact the author: geozeno@cs.com

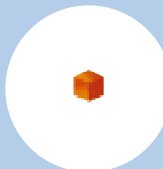
TIPS FOR COMMUNICATING *Change*

Organizational change requires a lot of cooperation, but there are some key things to keep in mind when planning, announcing, implementing, and communicating a change initiative. Here are four things to remember regarding your change effort:

- ① Remember that there's no one perfect way to communicate change. Gather outside information, solicit perspectives, and adapt the approaches for your organization and group.
- ② Start by asking yourself what exactly is changing and why? Go to the root of what you're trying to achieve from an organizational behavior perspective, and then develop the communication from there.
- ③ Share information with employees as soon as possible. Remember to use a variety of communication pathways and vehicles.
- ④ Give people multiple opportunities to share concerns, ask questions, and offer ideas. Also, make following up with answers and updates a top priority.

-This article adapted from "Ten Tips for Communicating Change," Ivy Sea Online (www.ivyseas.com), c. 2001





ORGANIZATIONAL CHANGE

In today's rapid-fire business climate, staying competitive means skillfully riding the waves of change. Companies must be able to navigate uncharted waters, shift with the changing tides, and remain buoyant even when knocked off balance. Clearly, successful change management is critical to any work team's success. Two things are apparent:

- 1) Resistance to change is quite common in the workplace.
- 2) We can minimize such resistance by paying more attention to the people side of change.

Today's managers are charged with implementing a wide variety of changes. Getting employee buy-in needs to be the number one concern. Two strategies that will help you get the job done are: learn more about **human response to change**, and use **positive change implementation techniques**.

Understand Human Response to Change. Most of us experience some apprehension about change. In general, people ask themselves several questions when faced with changes: Can I do it? Do I want to do it? Are my knowledge, skills, and temperament enough to succeed under the change? Will I be able to learn fast enough? Is the gain worth breaking out of my comfort zone? Also, human response to change is influenced by individual factors such as personal perception, past experiences, self-confidence, problem solving abilities, and availability of a support system.

Use Positive Implementation Techniques. Although employees vary in their level of resistance to change, you can use positive implementation techniques to minimize most obstacles to change and accelerate a return to productivity. The next time you have to introduce a workplace change, try these three techniques: **anticipate, communicate, and support**.

ANTICIPATE

Try to **anticipate** what will be impacted by the particular change. What departments, systems, and technical issues will the change effect? With these questions answered, you will be able to identify probable blocks and probable incentives to drive the change. It is important to "walk in your employees' shoes" as you identify any possible blocks and incentives.

COMMUNICATE

The earliest **communication** should be related to the what, why, how, and when of the change. Communicate the big picture briefly, and focus on information that directly affects the audience you are addressing. Plan for frequent updates about the change as it progresses. Make sure your change communication plan allows for two-way exchanges and addresses any questions or concerns that are floating about.

SUPPORT

To implement change effectively, you need to **support** work teams most affected by the change. Such support should be driven by individual and team needs. Recognizing important milestones in the transition is also supportive. It gives people confidence that progress is being made, and that the change is producing positive results.

-Adapted from "Helping Teams Ride the Waves of Change" by Suzanne Willis Zoglio, Center for the Study of Work Teams, University of North Texas, www.workteams.unt.edu

The COUNTY Steps UP to LEAD!

If you're ready for a new leadership experience, ready for a fresh perspective, ready to rev up or unlock your leadership potential, the County's new **Leadership Excellence And Development** program (**LEAD**) is just for you!

LEAD offers a contemporary, interactive curriculum that incorporates Enlightened Leadership principles, best business practices, and tools that reinforce the County's commitment to providing ethical, effective and results-oriented leadership.

In a business world characterized by constant change, today's leaders must be change agents, strategic partners, and employee champions. We can no longer operate from old "top down" paradigms of management and decision-making. To remain competitive, we must adopt leadership approaches that inspire inventiveness, creativity, collaboration and open communication at all levels.

The **LEAD** program offers County employees a unique opportunity to explore and expand their leadership talents and skills. Participants will learn new dimensions of leadership and innovative approaches to leading in today's dynamic workplace.

Look for the new **LEAD** website and upcoming information, including course descriptions, schedules, and registration materials for enrollment beginning this Fall. For more information, contact CEO/Employee Relations at (714) 834-2857.

Managers, supervisors, and County executives are encouraged to participate in this exciting leadership training opportunity.

We invite you to step up to Leadership Excellence!

